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14 April 1952

MEMORANDUM FOR: CHIEF, ADMINISTRATION AND LOGISTICS STAFF

SUBJECT: Areas of Deficiency in CIA Support

1. The areas of deficiency in support from CIA elements appear to be principally in the fields of Administration, Transportation, Personnel, Procurement and Communications. They are listed as follows:

Administration

Headquarters

Inadequate treatment in general of the various "housekeeping" requirements of the covert offices, to the end that considerable time, money and effort is being expended on matters which should be routine. Specifically, completely inadequate treatment of headquarters space requirements which has resulted in a continuous condition of too little and too late. Such a simple matter as requisitioning of office equipment and supplies is bogged down by processing through numerous channels requiring repetitive justifications. Little effective accomplishment has developed towards amelioration of the numerous inconveniences to personnel resulting from the nature and location of the covert headquarters buildings. Temporary building "J" is practically devoid of air conditioning, with little or no relief in sight. Efforts over the years have failed to obtain the use of a fringe of land back of Buildings I, J, K and L which would double the parking space available to the occupants. This is extremely important because of the inconvenient location of the buildings with reference to outgoing Virginia busses and incoming Capital Transit busses.

Field

A lack of firm overall guiding policy concerning numerous overseas real estate problems, which are increasing in direct proportion to the increase in overseas activities. The principal delays in decision seem to occur in matters involving slightly unusual or unorthodox situations.

Transportation

A cursory look at the Transportation set up within CIA reveals scattered responsibilities, understaffing, little or no advance planning, and apparent violation of basic transportation principles. This has already resulted in one division setting up its own transportation branch because of lack of adequate coordination and support. A study of the entire

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CIA transportation problem, by transportation people, should result in the establishment of a Transportation Office capable of fully anticipating the varied and growing requirements of CIA.

Personnel

The following deficiencies appear in the CIA personnel picture:

- a. Lack of policy guidance and definition of personnel management objectives.
- b. An over-complex organizational structure for personnel management with confused and divergent authority and responsibilities.
- c. Lack of clear cut definitions of the functional responsibilities of present personnel management components and haziness concerning their inter-relationships.
- d. Extreme confusion concerning the current status of the partially accomplished Oso-Opc merger.

Some of the effects of the above on the area divisions follow:

Administrative procedures for hiring, transferring, moving personnel to and from overseas, and handling the numerous details of pay, allowances, etc. are so complex that some divisions have found it necessary to set up specialists in each activity to take the load off the country desk officers.

Agency policies covering such things as promotion, emergency leave for personnel overseas, lengths of overseas tours of duty, standards for appraising performance are lacking.

Appointment actions and transfer of personnel overseas are adversely affected by delay in initiation of security checks (2 to 3 weeks), assessments (4 to 6 weeks) and receipt of assessment reports (2 to 3 weeks).

Complicated procedures for processing each of the 14 categories of personnel established by CIA regulations should be studied. There is a different procedure for each category and switching personnel from one assignment to another and changing status is extremely cumbersome and time consuming.

Procurement

Difficulties involving procurement seem to stem from areas of haziness and confusion relative to the authority and responsibilities of the Logistics Division, Opc as related to Office of Procurement, CIA. Some of this difficulty apparently arises from lack of effective implementation of DCI's directive of 9 January 1952 concerning Administrative Support for Oso and Opc.

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Communications

The recent integration of the cable distribution functions of the Cable Section, Opc into the Office of Communications developed some discussion as to the possible advisability of eventually separating the cable distribution function, which is principally an administration function, from actual communications as such. It is believed that a careful analysis of the numerous ramifications of cable distribution to the covert offices might indicate the advantages of a separation of the distribution from the technical communications functions.

2. The above listed matters should not, in any sense, be interpreted as complaints or criticisms concerning any individuals. A spirit of willingness and cooperation is the rule. Failure in accomplishment seems to develop almost entirely from clumsiness and complexity of organization.

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